

COMMUNITY POLICING: IMPLEMENTING COMMUNITY POLICING IN OUR  
COMMUNITIES

By

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**Abstract**

Community policing is a philosophy that is geared towards achieving more effective and efficient crime control, reducing the fear of crime, improving police legitimacy, and services that improve the quality of life in the community. A philosophy such as this is believed to hold law enforcement officers to a higher standard of accountability, allows the public to be involved in the decision-making process, and put a greater emphasis on civil rights and liberties. Law enforcement officers in many communities network in order to build a rapport between the law enforcement agencies and the community. Community-Oriented policing addresses the root of crime and helps reduce the fear that non-law-abiding citizens bestow on the community. community policing is a government-funded program that can only flourish if everybody is involved in reducing the terror of crime.

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**Dedication**

In the loving memory of my Grandfather Sergeant Mark D. Lee (United States Air Force Vietnam Veteran), and my cousin Petty Officer First Class Vernon “Nod” Harmon (United States Navy Desert Storm Veteran). To my wife Taylor, without your help and support I would not be where I am now. To my kids Devin II, Jade, and Olivia, everything I do is for you.

### Problem Statement

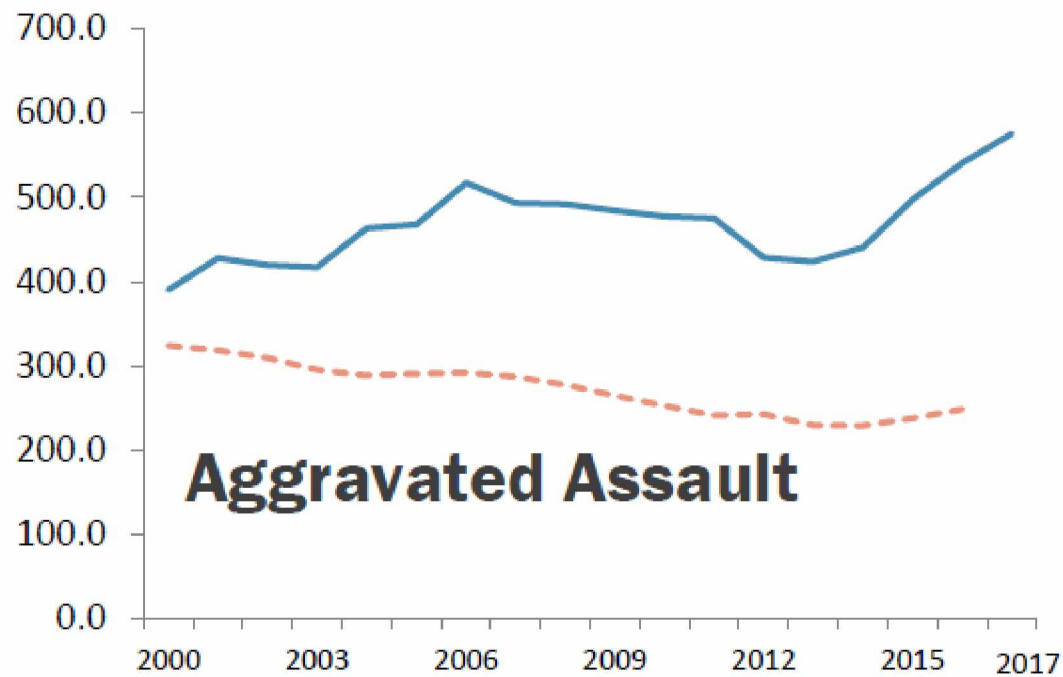
Poor law-enforcement community relations, particularly in lower-income communities, obstruct addressing issues of crime and disorder in the community. By forming partnerships with the community, businesses, government, and media, law enforcement organizations strive to reduce crime and increase the quality of life within the community. We will encourage the community to work with us to determine the needs of the community and provide different problem-solving techniques, such as a proactive approach to crime versus a reactive approach. Since Senate Bill 91 passed, it has been very difficult for citizens and legislators to understand why community policing is needed and the important role it plays when it comes to fighting crime the following statistics reflect the crime rate post SB 91:

1. Anchorage had a rate of 678.8 shoplifting reports per 100,000 (Myrstol & Cravez, 2017, p. 1).
2. Motor vehicle theft has increased from 211.2 per 100,000 in 2011 to 682.9 per 100,000 in 2016 (Myrstol & Cravez, 2017, p. 3).
3. Burglaries have increased from 365.0 per 100,000 in 2011 to 671.5 per 100,000 in 2016 (Myrstol & Cravez, 2017, p. 3).
4. Larceny theft has increased from 2,576.3 per 100,000 in 2004 to 3,544.4 per 100,000 in 2016 (Myrstol & Cravez, 2017).

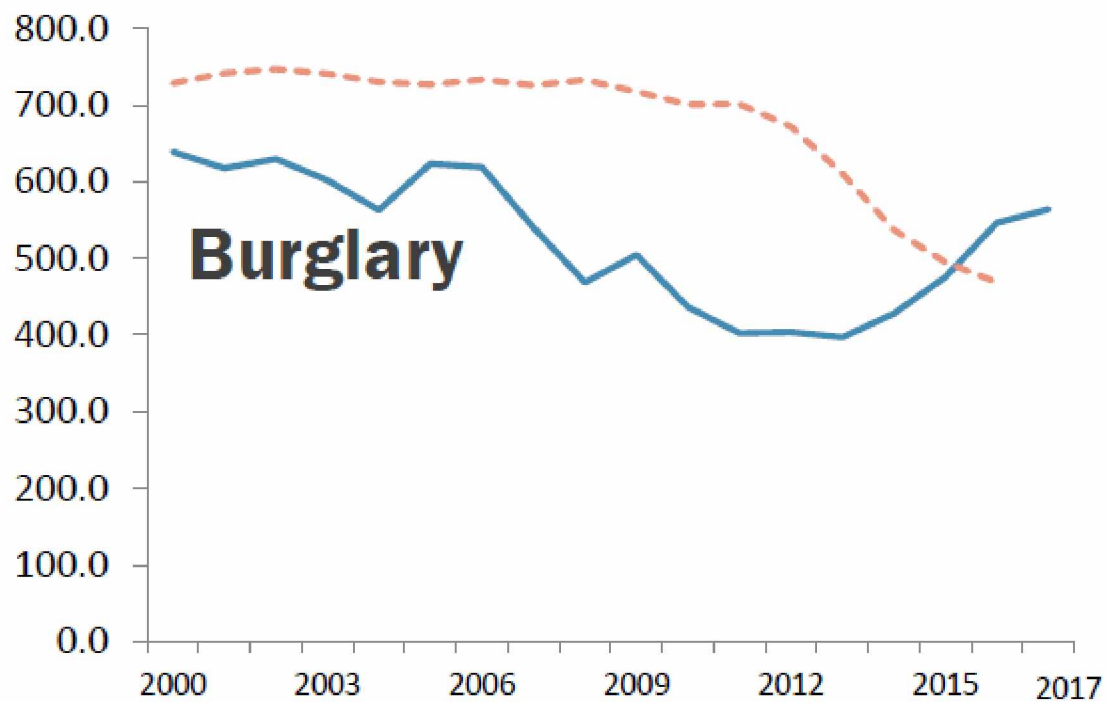
The following six diagrams taken from the Alaska Uniform Crime Reporting Program Annual Report provide a visual reference of how SB 91 has affected the crime rates from 2002 to 2017, and how they compare to the national average.

— Alaska Crime Rate<sup>1</sup>  
- - - National Crime Rate

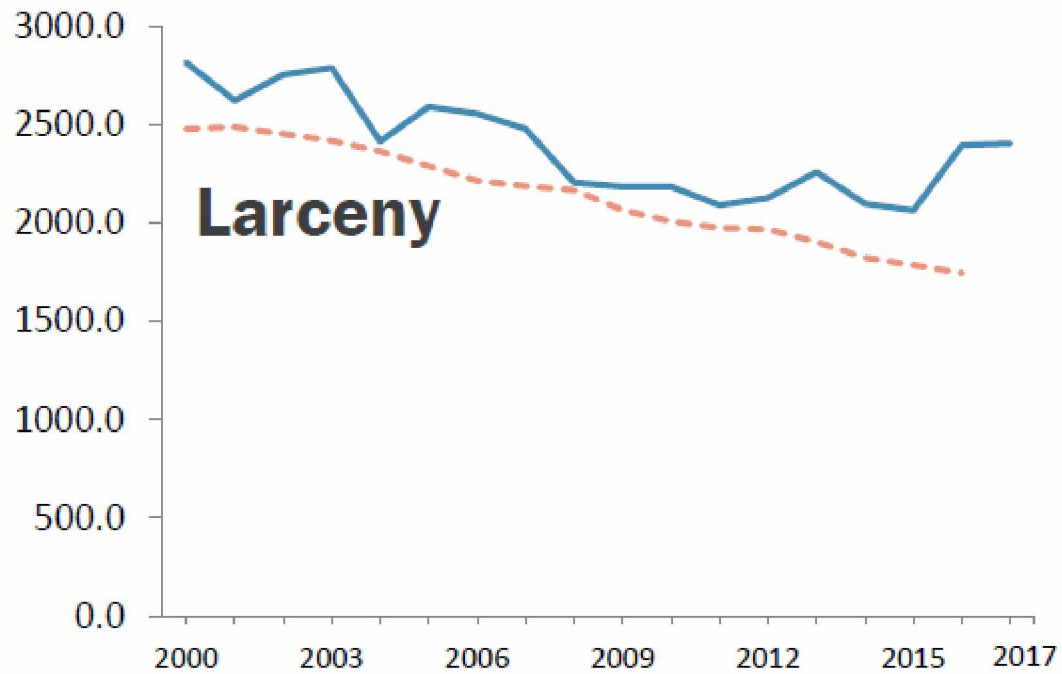
(Spears, 2017, p. 9)



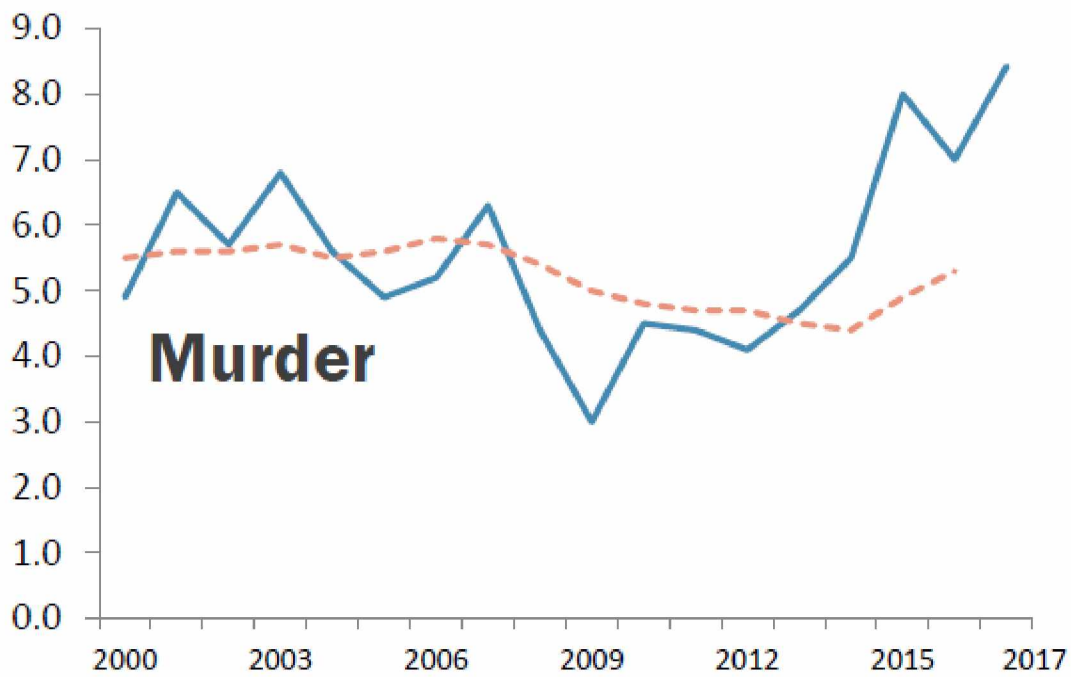
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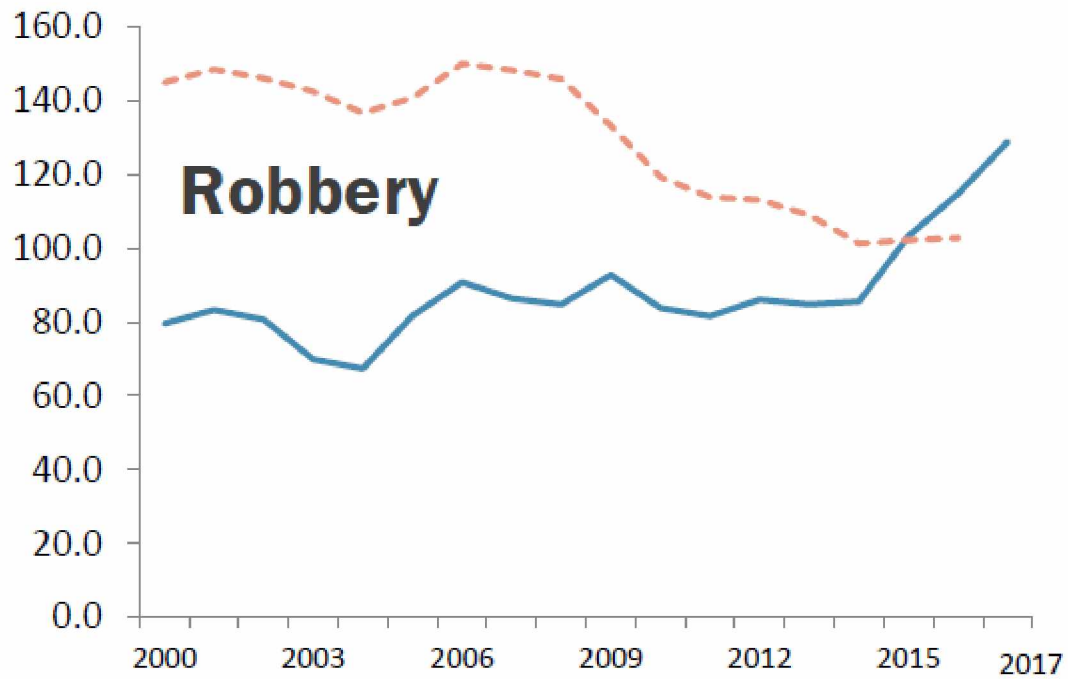
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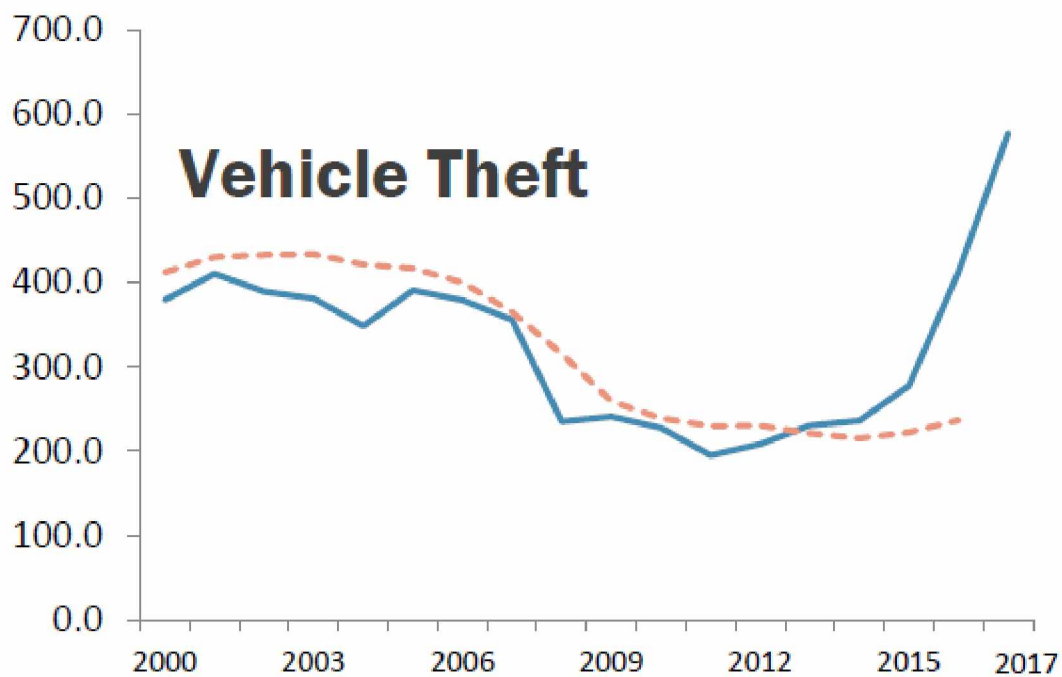
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(Spears, 2018, p. 9)



(Spears, 2018, p. 9)



(Spears, 2018, p. 9)



Law enforcement officers are left trying to do their best to fight crime with limited resources and community assistance. Some community members are not fully educated on how crime is dealt with and how to work with officers under the new bill. There has not been a committee established that will help the community understand the importance of community policing either. This research project looks at community policing in Alaska and how to better engage the practice in rural environments.

Community Policing:  
Implementing Community Policing in Our Communities

**Introduction**

The community policing philosophy promotes problem solving and partnership, which in return promotes a strong agency and community relationship. By addressing the situations of crime and disorder, the community feels like the department cares about them. But in a community like the Matanuska-Susitna Valley, which is rural and spread out, modern policing has relegated officers to cars, where they have almost no direct contact with community members. As it stands right now, the community (Matanuska-Susitna Valley) that law enforcement officers provide service to feels like we do not care about them, and the answer to that is to show that we do through community policing.

**Literature Review**

History of Community Policing

Community policing can trace its root back to the 1900s and the London Metropolitan Police established by Sir Robert Peel (Ward, 1994, p. 5). Peel had several philosophies, one of which could be considered the birth of community policing: "... the police are the public and the public are the police" (Ward, 1994, p. 15). But, somewhere down the line, the public lost sight of this concept as the core of police service. Nevertheless, this did not stop the establishment of community policing in the present as community leaders and law enforcement seek to improve the quality of life in their community. Law enforcement agencies have measured the changes in orientation, organization, and operations and how they benefit the community that they serve by improving the different services that they offer. Community policing encompasses a variety of philosophical and practical approaches, and it is still evolving rapidly (Ward, 1994, p. 1).

The Violent Crime Control and Law Enforcement Act of 1994, also known as the '94 Crime Act, gave birth to what is known as Community Oriented Policing Services (COPS). "The mission of the COPS program is to advance community policing in all jurisdictions across the United States" (James, 2010, p. 1). This program provided grants to local, tribal, and state law enforcement officers to take part in community policing, purchase new crime-fighting technology, and develop new policing strategies. The COPS program has awarded more than \$11.4 billion to 13,000 law-enforcement departments across the United States since 1994 (James, 2010, p. 1). COPS also funded 117,000 community-policing officers throughout the United States as of the end fiscal year (FY) 2004. COPS was originally slated to come to an end in FY 2000, but the Violence Against Women and Department of Justice Reauthorization Act of 2005 extended the program until FY 2009 as a single grant program. The 111th Congress reauthorized the COPS program, extended it to FY 2014 and reestablished it as a multi-grant program.

The community policing philosophy and model has since been adopted in the United States, Great Britain, and some African countries. The development of community policing in the United States is loosely based on the development of community policing in England. In the beginning, policing was both informal and communal, and was referred to as the "watch," the private for-profit police which was also called "The Big Stick." (Spitzer, 1979). The watch has since evolved and transformed through different police administration eras into community policing.

#### S.A.R.A.

The key to community policing is being able to make a command decision on the spot without a second guess by using problem solving skills. A vital ingredient in the problem-solving process includes S.A.R.A. (Kane & Reisig, 2014, p. 157). The S.A.R.A. Process, which stands

for Scanning, Analysis, Response, and Assessment, allows an officer to make hard decisions.

“S.A.R.A. provides officers with (a) logical, step-by-step framework in which to identify, analyze, respond to, and evaluate crime, fear of crime, and neighborhood disorder” (Peak, 2016, p. 87). An approach like this place an emphasis on in-depth analysis and collaboration and replaces the officers short-term, reactive response with long-term vested outcomes.

Using SARA, the police are to scan communities for problems, analyze the dynamics of these problems in a thorough and systematic way, design a response to address the defined and analyzed problem, and then assess the impact of the response on the identified problem (Greene, 2000, p.315).

### *Scanning*

According to Peak, “Scanning involves problem identification” (Peak, 2016, p. 88). Officers use problem-solving skills and conduct a preliminary inquiry to figure out if a problem truly exists and if it needs to be analyzed any further. Two or more similar incidents can be determined to be a problem as long as they cause substantive concerns to the community and officers. If the problem officers respond to does not meet the requirements of a problem, then the problem-solving process is not applicable to the situation.

### *Analysis*

Peak believes that “(a)nalysis is the heart of the problem-solving process” (Peak, 2016, p. 88). The analysis is the most important and the most difficult step when it comes to the S.A.R.A. process. Without proper analysis, finding a long-term solution is not likely and the problem will continue to endure. During this step, officers are able to gather as much information as needed from a variety of sources. “A complete and thorough analysis consists of identifying the seriousness of the problem, all persons affected, and the underlying causes” (Peak, 2016, p. 88).

The effectiveness of the current response should also be checked by the officer. For there to be a true problem, there generally needs to be three elements: an offender, victim, and a location.

These three elements must be present for a crime or a harmful event to take place. If just one of these elements are missing the problem will be removed altogether.

### *Response*

After the problem has been identified, it is up to the officers to seek the most effective response. Peak states, “developing long-term solutions to problems is of paramount importance, however, officers cannot ignore the fact that more serious situations may require immediate action” (Peak, 2016, p. 88). Officers must keep in mind the response to functional problems almost never involves a single agency tactical quick fix. Making an arrest is only viewed as one response to a problem, but it rarely provides a permanent solution to the problem. A better approach can include, but not be limited to getting business, social service organizations, and other government organizations involved. Field officers have more options available to them, but they have to remember they cannot solve every problem they are confronted with.

### *Assessment*

The last stage of the S.A.R.A. process is an assessment. “Here, officers evaluate the effectiveness of their actions and may use the results to revise their responses, collect more data, or even redefine the problem” (Peak, 2016, p. 89). A community police officer that is not resourceful will not be reinforced by the evaluation process. The key to community policing is rigorous evaluation. “Evaluations provide knowledge; key decision makers in the jurisdiction need a gauge of the strategy’s impact and cost-effectiveness” (Peak, 2016, p. 89).

S.A.R.A. should be used by officers at both the strategic and tactical level. By doing this, the organization and officers will have a better understanding of problems, responses, and the

effects (Greene, 2000, p. 336). “S.A.R.A. offers a phased and structured process for addressing problems in the community in a coherent and intelligent way, with opportunities for constant feedback and adjustment at every step” (Bucqueroux & Trojanowicz, 1998, p. 43).

#### National Institute of Justice 1993 Survey

In 1993, the National Institute of Justice conducted a survey of over 2,000 law enforcement agencies and determined there was support nationwide for community policing (Travis, 1995, p. 1). This was a self-administered survey that collected information about the attitudes and perceptions of the chief executives when it comes to community policing. Out of the 2,000-plus agencies selected, only 1,606 were deemed suitable after a series of follow-ups. “Almost half the respondents had either implemented community policing (19 percent) or were in the process of doing so (28 percent)” (Travis, 1995, p. 1). The agencies that had implemented community policing had this to say about the benefits:

1. Fewer problems on issues of concern to citizens.
2. Improved physical environment in neighborhoods.
3. More positive public attitude toward law enforcement agencies.
4. Decreased potential for conflict between citizens and police.
5. Increased officer/deputy satisfaction.
6. Reduced crime rates.

(Travis, 1995, p. 1)

The survey showed that 47 percent of police chiefs and sheriffs were unsure of the practical meaning of community policing (Travis, 1995, p. 1). Forty-eight percent agreed implementing community policing would call for changes in the organization’s current mission statement and goals (Travis, 1995, p. 1). Fifty-six percent indicated employees and leadership

would resist the changes that come along with community policing (Travis, 1995, p. 1). Eighty-three percent of police chiefs and sheriffs believed their staffs needed the training that community policing involved and the current training they had was inadequate (Travis, 1995, p.2).

The final step of the survey was to compare the results of the agencies that implemented community policing and the ones that do not. The results showed the organizations that implemented community policing were more than likely to have the following:

1. Permanent neighborhood-based offices or stations.
2. Designation of “community” or “neighborhood” officers.
3. Foot patrol as a specific assignment or periodic expectation.
4. Regularly scheduled meetings with community groups.
5. Specific training and interagency involvement in problem identification and resolution.
6. Use of regulatory codes to combat drugs/crime.

(Travis, 1995, p. 2)

It was also noted citizens in community policing jurisdictions were more likely to form and take part in neighborhood watch programs, serve as a volunteer at their local agency, and attend a citizen police academy.

#### The Four ‘P’s

##### *Public*

The police and the public have a very close working relationship, as both victims and accused are members of the public. The police are members of the public as well. When the public is not happy, its members can express grievances through methods including: rallies and protests, contacting elected officials, or turning to the media to express their feelings. Some

people may use a combination of all the aforementioned avenues. A bad experience with the police, lack of knowledge about the organization, information obtained from an unreliable source all can widen the void between the public and police. Implementing community policing can and will help the misinformed while building a stronger relationship with the community.

### *Politician*

As a representative of the community, politicians are supposed to act as a guide as well as a philosopher for the community. As a lawmaker they are held to expectations of abiding by the law and helping officers enforce that law.

### *Press*

The relationship shared between the police and the press is unpredictable. One of the main goals of the press is to be a constructive critic of the police, pointing out its failures as well as highlighting all the good work it accomplishes.

### *Police*

Being a service-oriented organization, the police officers are supposed to work for the benefit of the community. The interaction it has with the public, politicians and press help accomplish its service goal. But, in a way, police officers tend to create their own subculture and alienate themselves from the rest of the community, which builds an atmosphere of mistrust and blocks positive interactions between them and the community.

According to Veerendra Mishra, each one of the 'P's have a direct influence on how the police work, and "how distortion in the desired relationship between them is transformed into the police's digression" (Mishra, 2011, p. 24). Over time, the culture of the first three 'P's has transformed due to certain characteristics of the job. The four 'P's that are mentioned above are what form the community in community policing. In this lopsided relationship, the press seems



to be the Supreme Being. They report on what they perceive with little to no concern on how it will affect the rest of the community. The majority of the community relies on the press to keep them up to date about current events in the community. By implementing community policing and engaging in positive interactions within the community, the press will start to talk more about it shining a positive light on the officers and the community policing program.

### Leadership Characteristics

The following characteristics are needed by everyone in a leadership role in order for community policing to flourish in an organization.

1. **Organizational Change** – Police leaders need to see change as continuum in order to fulfill community-policing initiatives (Kelling & Coles, 1996).
2. **Creative Ability** – A commander must develop a mindset to see creative opportunities and different ways to deliver police services (Nowicki, 1998).
3. **Toughness** – Leaders should become decisive in making difficult choices or changes that must be made for the health of the department and the well-being of the community (Ward, 1994).
4. **Visionary** – Supervisors should be able to develop a mental picture of where the department is going and be able to describe that vision to others, so everyone is headed in a similar direction (Carter, 2002).
5. **Integrity** – Leaders should show that a moral, ethical, and legal guide exists linked to an inner strength demonstrating integrity to both the individuals who report to them exemplifying trust as one indicator of a bond that exists between supervisor and officers and public (Stevens, 2002).

### Pros of Community Policing

Community policing takes an important step towards reducing crime by getting the community involved as well as getting a commitment from the department to help. It not only benefits the community, it also benefits the officers. The officers are able to gain a form of self-satisfaction through the problem solving of community policing. Officers will no longer see their job as running around just to show their presence to the public; they will now be able to sit down and work each call and find a long-term solution to the problem.

Community policing allows officers to think outside of the normal routine and fix a problem the way that they deem worthy. The model challenges the officers to be creative with problem-solving and does not tie them to just one solution like the traditional policing model. The officers are given the chance to make a real change in their problem-solving skills and experience some self-satisfaction while serving their community. The community will get to know the officers and see they are not just a person in a uniform enforcing laws. This in turn will open the flow of communication between the community and the officers that provide services to the area.

Community policing will boost morale by making officers feel valued for the job they do, and not just the uniform they wear. Within the community-policing model, the officers know the most important objective of the agency is the service to the community. This will give the community a positive outlook on how they view the agency and officers as a whole. After the officers develop that good reputation, the next step is keeping the respect and trust of the community. By striving to improve the everyday life of the community, the officers will also improve their own work environment.

The community policing model is a partnership between the officers and the community they serve, and together they will find the correct policing style for the community. By being involved in resolving issues in the community, the citizens will be able to have a sense of partnership with the agency. This will help turn the environment of the community into a safer place to live and raise a family.

Cathy L. Lainer, who was the Police Chief for the Metropolitan Police Department in Washington, was able to decrease homicide rate from 169 in 2006 (she took over the department in 2007) to 105 in 2014 — a 62.1 percent decrease (Metropolitan Police Department, 2018). The homicide clearance rates increased from 64.5 percent to 70.5 percent (Metropolitan Police Department, 2018). These accomplishments would not have been possible if not for the community policing model she put in place.

#### Cons of Community Policing

The downside of community policing is patrol units will be limited in the area size that they will be able to cover. Officers tend to be less mobile and become more vulnerable to attacks. The reason they will be more vulnerable to attacks is due to the fact that officers will spend more time interacting with the community and less time in the patrol car. If we decide to have two of our officers patrol their assigned area primarily on foot, they may end up in an altercation that is too risky for just two officers. When the call for assistance comes, the responding unit may not be able to find the exact location of the call due to the officers being on foot.

A major disadvantage is the only way community policing is effective is if there is community involvement. There must be an established partnership between the police officers and the community. Without the trust and involvement of the

community, any attempts at community policing will fail. (Advantages and disadvantages of community policing, 2018)

The community may already have their mind made up about how they view the agency. It is going to take a lot of work on the side of law enforcement organizations to change the view they have formed.

Once the officer becomes a familiar face within the community, he or she could start to show favoritism within the community. The officer will get to know the community in and out and start to make friends within the community, which may in return lead to the integrity of the officer being questioned.

It has been expressed how successful Lainer had been implementing the community-policing model, but there have been some drawbacks. The crime rate went up 114.3 percent from 2007 to 2015 from 53,706 to 40,838 (Metropolitan Police Department, 2018). While the crime in certain areas has dropped, other areas have seen an increase. In this case, the department was too focused on the issues that were causing bigger problems in the community and started to neglect the other issues that could be considered smaller or that needed less attention.

### **Theory & Thesis Statement**

The philosophy of community policing, on the whole, is effective, but must be implemented and used properly. Compared to traditional policing, community policing is still a fairly new idea within the workplace and is a term that includes strategic use of different resources and new problem-solving. Getting an understanding of these traits in a different view will be a big step. But the first big step is understanding the role of the community, and how it will be assisting police operations.

When giving his perspective on community policing, Edwin Meese stated,

In community policing, community institutions such as families, schools, neighborhood associations, and merchant groups are seen as key partners to the police in the creation of safe, secure communities. The success of the police depends not only on the development of their own skills and capabilities but also on the creation of competent communities. Community policing acknowledges that police cannot succeed in achieving their basic goals without both the operational assistance and political support of the community. Conversely, the community cannot succeed in constructing decent, open, and orderly communities without a professional and responsive police force. (Msses, 1993, p. 2)

The police force must be reactive to respond to issues that are already being committed. Every officer must transform into a more proactive officer in order to deal with a wider range of conditions that may disrupt the peace in the community or the general quality of life. The ability of the force lies within the ability to recruit using newer police strategies. These techniques should stress officers need to understand their roles and the importance of serving the community while upholding law enforcement standards. “Perhaps the most important source of police frustration is the conflicting roles and demands involved in the order maintenance, community service and crime-fighting responsibilities of the police” (Msses, 1993, p. 2). All these requirements will give a new meaning to what it means to be a police officer, not only within this agency but other agencies as well.

### **Proposed Project**

The community policing pilot project will consist of three to five officers from the department. The objective of this project is to get our officers into different communities and actually take the time to talk, shake hands, and get to know the residents and business owners.

These officers will not be responsible for answering radio calls; their main goal is to get to know the citizens in hopes of building a long-lasting relationship with the community they serve. The goal is these relationships will promote better communication between police and the community, thus making the community a safer place.

All the officers picked to participate in the pilot project will have to attend and complete a series of courses to be certified as a community police officer. Some of the courses are web-based courses and some require classroom instruction. The list of the course and their descriptions are as followed:

1. Community Policing Defined — a web-based training course designed to provide participants with a basic awareness and understanding of the fundamental principles and best practices of community policing.
2. New Perspectives on Community Policing — a web-based training course that examines how change, emerging issues, and threats are necessitating a reinvigorated commitment to the key components of community policing: community partnerships, organizational transformation, and problem solving.
3. Tactical Community Policing for America's Homeland Security Initiatives — this is a “train-the-trainer” course focusing on strengthening the capacity of law enforcement agencies to implement an all-crimes approach, based on community policing principles.
4. COPS Critical Incident Technical Assistance Initiative — Law enforcement agencies are required to respond and provide support during a range of incidents, including those that might involve criminal activity, civil disturbances, terrorism or high-profile issues.

5. Child Sexual Predator Program Grantee Training and Technical Assistance — administered by the COPS Office, these efforts aimed at reducing and preventing child endangerment and protecting communities from sexual predators.
6. Basic Community Policing Technical Assistance Initiative — a comprehensive and collaborative approach providing law enforcement agencies and the communities they serve with knowledge, skills, and resources they need to effectively build a foundation for community policing and engage in community policing practices.
7. Ethics for the Individual Officer — The COPS Office and the FBI Virtual Academy have teamed to provide “Ethics for the Individual Officer,” a free online course available to the law enforcement and intelligence community.
8. Native American Training Series Executive Leadership e-learning — This COPS Native American Training Series Executive Leadership e-learning program is designed to assist Native American law enforcement agencies with developing both current and future leaders within their organizations.
9. Tribal Youth Partnerships for Public Safety — The Tribal Youth Partnerships for Public Safety training is a 36-hour course to build and enhance youth-police partnerships in tribal agencies.

(Training Courses, n.d.)

The traditional policing model measures an officer’s performance based on the number of arrests, number of citations, the amount of contraband confiscated, number of calls for police service, average response time, and other measurable goals. “While those types of measures are simple and straightforward and are legitimate to measure specific police activities, there is no clear consensus that a cause-and-effect relationship links this type of police productivity to the reduction in crime or the improvement of public safety” (Alpert, Flynn, & Piquero, 2001). While

traditional police departments are efficient in catching criminals, they may not necessarily be effective when it comes to accomplishing the police mission of reducing crime and improving the quality of life within the community.

The effectiveness of the pilot community-policing project will be measured in through the quality of arrest. Quality refers to the conforming to the needs of the community, which is a fundamental part of community policing. The number of arrests and response time will also be measured because we would like to compare the stats to the traditional model to see if there is a drastic change.

The community policing pilot program will consist of several different programs when combined create the complete program. These programs will be developed to keep the law enforcement and community engagement at the highest level possible. Once a month, the chief of police along with his command staff will go door to door in different neighborhoods to meet and interact with residents. A community police council will be created which will be comprised of representatives from each neighborhood, local businesses, churches, community agencies, youth groups, local government, and representatives from the community-policing program. A police liaison will be assigned to the program and will work with the community to develop an ongoing relationship of trust in the community. As part of the program, each officer assigned will be required to perform 24 hours of community service a year. The officers will also be tasked with designing and running the citizen police academy, which will help with producing informed citizens.

The main goals and objectives of this policy are the following:

1. Build trust among the police and the community by bringing police and community together through partnerships and consultations and by empowering local Police and the local community.



2. Develop crime-prevention initiatives in the community level by obtaining information regarding criminal activities from the community, increasing the mutual understanding with community on crime control and maintaining an understanding with community on crime control.
3. Develop community relations for public cooperation, pro-active policing and participatory leadership and socialization in the community.
4. Develop relationships with media to maintain a good public image, increase public awareness and develop public trust.
5. Strengthen humane values to reduce the fear of crime and create a sense of security, enhance respect and improve human behavior and live a respectful life.

(Community Policing Service Manual, n.d.)

### **Discussion**

Launching a new program or service can be an exciting new journey for any organization. When it comes to establishing and implementing the new program there are many different steps that should be followed to ensure the program is a success. When launching the pilot community-policing program, law enforcement organizations will follow these eight steps to ensure we address the full spectrum of the program.

1. Identify the needs of the community. We will determine what resources we can offer the community that will fit into the community-policing model.
2. Apply progressive thinking. By thinking through the needs of the community we will be able to identify an innovative solution to a need.
3. Determine how to make a difference. How will we use our resources to make a positive impact on the community we will be providing a service to?

4. Establish internal buy-in and manage change. Employees will help add momentum to the program if they believe in the program. They will need to be convinced from the beginning the program is a positive change.
5. Assemble a core team of committed professionals. This team will represent the prime movers of the program. Team members must be committed to the success of the program.
6. Bring passion to the program. Passion in this context is an intense excitement for the program.
7. Establish our brand. This will be how we present our new division to the community.
8. Build a collaborative relationship to add momentum. We do not only want this program to survive, we also want it to thrive. We will work with churches, local businesses, neighborhood watch groups, and youth organizations to build a stronger bond.

By following these eight steps we will have the ability to implement a strong pilot program that will provide a great service to the community.

### **Budget**

Our new community policing division will be responsible for general public safety, crime deterrence, responding to and investigating crime, apprehension of those who commit a crime, public order and safety education. This division will be solely community oriented and will serve the community through building a partnership that will address crime and crime-related problems. The budget can be aided with a federal Community Policing Development grant from the United States Department of Justice which helps fund personnel (salaries and benefits), equipment/technology, supplies, travel/training/conferences, contracts/consultants, and other costs.

- Estimated Annual Operating Budget: \$1,289,135

- Number of Full-time Equivalent Employees: 10

The operating budget will be used to fulfill the following requirements to get the new division up and running.

- Equipment cost for each officer: \$46,400
  - The cost of four shirts, a badge and accessories like a nametag and patch - \$400
  - Two pairs of new pants for an officer - \$240
  - Boots - \$200
  - A police officer's coat - \$250
  - Ballistic Vest - \$700
  - Radio - \$700
  - .40 Caliber Glock 22 - \$600
  - Taser - \$850
  - Duty Gear - \$700
  - Body Cameras - \$3,500
- Division Annual Salary Budget: \$936,900
- Division Training Budget: \$65,500
- Five Patrol Cars: \$237,335
  - Light bar and sirens - \$3,000
  - Rear emergency lights - \$900
  - Camera equipment - \$1,350
  - Console - \$875
  - Partition - \$1,700
  - Graphics - \$500

- Power supply - \$200
- Head and tail flashers - \$200
- Wiring, fuses and electrical - \$25
- Radio and modem installation - \$550
- Yearly Maintenance - \$60,000

### **Conclusion**

Officers that are in the community and that maintain order, discipline, and good communication within the community they serve carry the most weight in the community-policing model. By being active within the community, information will be able to be obtained from direct contact with the citizens, which in return helps the agency when it comes to solving crimes and serving justice. Quite a few officers in the agency see their role in the community as a crime fighter, but in an agency that is community-policing based crime fighting is only one part of their job. The attention of the officer is on community issues, united with an increase in communication between the community and the agency. This will help motivate the community pride and lay the foundation for police civilian cooperation while building and improving the quality of life within the community.

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